

# **OPERATION: SAFE COMMUNITY**

**A MEMPHIS FAST FORWARD INITIATIVE**



## *Report to the Community*

*Operation: Safe Community 2*

*2012-2016*

# Operation: Safe Community 2—Report

[Pages will be filled in once final copy determined]

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### **Introduction**

The beginnings of Operation: Safe Community were laid in 2005 when then-Shelby County Mayor A C Wharton, Memphis Mayor Willie W. Herenton, U.S. Attorney David Kustoff, District Attorney Bill Gibbons and Sheriff Mark Luttrell, concerned that crime was on the rise with no plan to address it, met with the corporate leaders of Memphis Tomorrow to discuss ways to incorporate crime reduction as an economic growth imperative.

From those conversations, Operation: Safe Community was formed and incorporated into Memphis Fast Forward – a new public/private partnership organized to grow the Memphis economy by focusing on four key priorities. Chief among them was to “make our community safer,” which was dependent on success with the other three Memphis Fast Forward priorities: create jobs, produce a better educated workforce, and improve the public health.

Working through the Memphis Shelby Crime Commission, the business and government leaders of Operation: Safe Community have since assembled an unprecedented number of team members to work with them from more than 100 public and private agencies, and have completed two consecutive five-year plans.

The first five-year plan for Operation: Safe Community was for 2007-2011 and used the date that Operation: Safe Community was organized – 2006 – as the baseline for the monthly reporting of violent crime and property crime. The first five-year plan was comprised of 15 research-backed, data-driven strategies, and the result was a reduction in major violent crime of 22.8% and in major property crime of 25.5%.

*“We recognize the importance of collaborations across institutions, government agencies, law enforcement, and community organizations, all working to make Shelby County safer. The mission of Operation: Safe Community has, and will continue to be, helping our community focus on this critical work.”*  
**DRAFT PLACE HOLDER**

Shelby County Mayor  
Mark Luttrell

*“We’ve seen the most significant crime reductions when we have employed data-driven policing with a full complement of sworn officers. That’s a critical goal of my administration and a key part of the next Operation: Safe Community plan.”*

Memphis Mayor  
Jim Strickland



At the time of building its first plan, Operation: Safe Community adopted key operating principles for its work that continue today:

- The crime prevention plan supports the countywide plan for economic prosperity.
- The plan builds on strong private and public partnerships.
- Multi-level governmental participation among city, county, state, and federal agencies is essential for success.
- The plan evolves with a willingness to change course in light of emerging trends.
- The plan is characterized by clearly defined metrics reported to the public.
- Partners' accountability is central to the plan.
- The plan's implementation is based on evidence-based or evidence-informed models when possible.

Upon the conclusion of the first-five year plan, Operation: Safe Community assessed its results, recognized that more work needed to be done, and developed a second five-year plan to build on the momentum already created. The second five-year plan began in late 2012, and this report chronicles its work and impact.

Operation: Safe Community, Memphis and Shelby County's historic and ambitious crime reduction initiative, continues to serve as our community's think tank and strike force for change.

### ***Operation: Safe Community-2***

Operation: Safe Community-2, the second five-year plan, was anchored in foundational lessons learned from the first plan, and it had the goal of maintaining those successes and intensifying their impact. The new plan called for a laser-like focus on data-driven policing, furthering the Memphis Police Department's Blue CRUSH program deploying police officers to "hot spots" for crime, using up-to-date data from the Real Time Crime Center about criminal activity in specific areas, crime patterns, and people with criminal records in the area. Meanwhile, the second five-year plan established a new focus on youth violence prevention and intervention with strategies developed in a partnership with the U.S. Department of Justice, Office of Juvenile Justice & Delinquency Prevention (OJJDP).



Finally, the plan emphasized cooperation and integration with other plans and strategic initiatives in Memphis and Shelby County in order to avoid duplication of effort and leverage new resources where they were available. These included the Mayor's Innovation Delivery Team's Gun Down program, the State of Tennessee's Public Safety Action Plan, the OJJDP Defending Childhood Initiative, Choice Neighborhoods, the Community LIFT Neighborhood Plan, and others.

Like the first Operation: Safe Community plan, OSC-2 emphasized flexibility and resiliency in light of new partners and new strategies, while eliminating strategies that did not achieve their anticipated impact. Through its blend of entrepreneurship and core principles, Operation: Safe Community evolved in ways to maximize its impact.

After carefully evaluating the results of its first five-year plan, Operation: Safe Community decided to focus on five goals:

- ***Reduce violence in the home.***
- ***Reduce gang and drug crime.***
- ***Reduce blight, problem properties, and crime in apartment complexes.***
- ***Reduce adult repeat offenders.***
- ***Reduce youth violence.***

In keeping with its founding principle of measuring results, each of the goals had specific data to be monitored and reported publicly. For example, goal 1's indicators included the number of domestic violence incidents and the number of domestic violence offenders who are repeat offenders.

In addition, in the Crime Commission's role as a think tank about crime prevention and reduction, Operation: Safe Community-2 recommended that the City of Memphis reach its full complement for police officers of 2,480 and Shelby County achieve its full complement of 639 officers because data-driven policing has its best opportunities for success when there are adequate numbers of officers to cover targeted areas.

In support of Operation: Safe Community, Memphis Fast Forward sought changes in state law as part of its yearly legislative agenda. Speaking as one voice and acting in concert as a community, Memphis Fast Forward has been successful in strengthening laws that impact Operation: Safe Community's goals and strategies. These include mandatory minimum sentences for domestic violence repeat offenders, a strengthened state nuisance law that can be used to address illegal gang activity, increased penalties for firearm possession for those with a prior violent or drug felony conviction, and increased penalties for serious crimes like aggravated assaults and robberies if carried out by three or more people.

*"We cannot let our hard-won reductions in violent crime since 2006 be reversed by the criminal elements of society. We have come too far and have worked too hard to allow that to happen. We all have a continuing role to play in this community-inspired war on crime, and the new partnership between the Crime Commission and the University of Memphis will be a model for the rest of the nation."*

District Attorney General Amy Weirich

## Crime Trends—

2006-2015<sup>12</sup>

### Overall Crime

Overall, crime rates in Shelby County generally and in Memphis specifically remain lower than they were from the OSC baseline year of 2006. The overall crime rate includes 54

categories of crimes measured by the Tennessee Bureau of Investigation, including major violent and major property crimes, as well as those classified as lesser offenses. The data reflects ongoing decreases in crime overall, with a steady decline from 2008 through 2015 in Memphis and a similar story in Shelby County, with the exception of a slight increase in 2012 over 2011.

#### Chart 1: Memphis Overall Crime 2006-2015

#### Chart 2: Shelby County Overall Crime 2006-2015

### Major Violent Crime

There is a departure from this steady downward trend when considering major violent crime only, which includes murder, rape, aggravated assault, and robbery. The community has experienced upticks in major violent crime, driven by increases particularly in aggravated assaults and robberies. The community has also experienced an increase in the number and rate of criminal homicides. The charts below reflect long-term trends for major violent crime in Memphis and Shelby County. 2006, the baseline year for OSC, represented a highwater mark.

*These charts will be inserted once verbiage is finalized due to changes in spacing are very time-consuming.*

*Will try to put 2 to a page*

<sup>1</sup> The data in these graphs was provided by the Tennessee Bureau of Investigation incident-based reporting system (TIBRS).

<sup>2</sup> Complete year-end data for 2016 was not available at the time this report was prepared. Appendix A contains year-to-date data, January-September 2016. As of September, there has been a rise in major violent crime over 2015, but the increases, month-to-month, have lessened. Additional information on year-end data for 2016 will be available on the Crime Commission website by the end of January 2017. 2016 data will serve as the baseline year for the new OSC five-year plan, 2017-2021.



**INSERT CHARTS**

**Chart 3: Memphis MVC 2006-2015**

**Chart 4: SC MVC 2006-2015**

**Major Property Crime**

The trends for major property crime (which includes burglary, auto theft, and other felony theft) are consistent with those for overall crime. They reflect an ongoing decline through 2015, measured throughout the OSC plan timeline, 2006-2015.

**INSERT CHARTS**

**Chart 5: Memphis MPC 2006-2015**

**Chart 6: SC MPC 2006-2015**

**Domestic Violence**

Reported domestic violence crime has also trended downward in both Memphis and Shelby County. However, caution must be given, recognizing that not all domestic violence is reported. The Family Safety Center works to encourage victims to report these offenses.

**INSERT CHARTS**

**Chart 7: DV Crime Memphis 2011-2015**

**Chart 8: DV Crime SC 2011-2015**

**Juvenile Arrests**

Juvenile crime is also reflected in overall crime data. Shelby County has seen a precipitous drop in juvenile arrests for both major violent crime and major property crime.

**INSERT CHARTS**

**Chart 9: Juvenile Arrests MVC SC 2010-2015**

**Chart 10: Juvenile Arrests MPC SC 2010-2015**

**OSC-2 Highlights**



- Aggressive prosecution of felons in possession of firearms helped drive down total crimes involving firearms as of the end of 2015 by 33.3% since 2006 and 3.1% since 2014.
- Federal, state, and local law enforcement agencies came together to form the Multi-Agency Gang Unit (MGU) to address gang crime.
- In 2015, Shelby County opened the Memphis and Shelby County Office of Reentry (MSCOR) at 1362 Mississippi Boulevard as a hub of services to help ex-offenders' reentry after release from prison with the aim of addressing barriers and improving options for successful employment. It is funded jointly by Shelby County, the State of Tennessee, and the City of Memphis.
- Shelby County Schools participating in G.R.A.S.S.Y. (Gang Reduction Assistance to Saving Society's Youth) saw a reduction in gang incidents of 56.2% and gang-related expulsions and suspensions of 15% between schools years of 2010/11 to 2014/15.
- There was a 5% decline in total youthful victims of violence in the first six months of 2016 compared to the same period in 2015: 2444 across all categories in 2016 compared to 2566 in 2015.
- S.H.A.P.E. (School House Adjustment Program Enterprise), a school-based best practice program designed to keep kids in school and out of the court system for minor infractions, reported for the 2014-15 school year that 94.2% of students in the program had no contact with Juvenile Court after their initial referral to the program.
- The Crime Commission spearheaded the establishment of Safeways, an evidence-based program bringing crime prevention through environmental design (CPTED) to large apartment communities within many of Memphis' hotspot neighborhoods. Apartment communities participating in the Safeways program recorded an average decrease of 25% in tracked offenses in 2015, compared to their pre-participation levels.
- An expanded Memphis Police Department Community Outreach Program (COP) in high-crime neighborhoods resulted in more than 80% of those responding to a community survey stating that police services were good, very good, or excellent in those areas. The COP unit also focused on youth involvement and included more than 600 youths in its programs in both 2014 and 2015.





- The Family Safety Center opened its doors in 2012, and in the last quarter of 2015, it served 391 new clients and 73 returning clients, handled 4,422 requests for services, and assisted with 468 orders of protection.
- The Crime Commission embraced in 2015 the multi-agency Blueprint for Safety that, from a call to 911 through court, establishes a coordinated approach to assisting victims of domestic violence through the legal process.
- The Shelby County District Attorney General's Truancy Mentoring Program was expanded to increase school attendance and decrease truancy and included a bike giveaway for students with perfect attendance in the targeted schools. For 2015-16, it gave away 257 bicycles, compared to 211 the prior year, an increase of almost 22%. Based upon data from Seeding Success and Shelby County Schools, the truancy rates declined in 13 out of 14 participating schools.
- Since inception, 2,308 participants have graduated from the Shelby County Drug Court. The recidivism rate is 25.4% (586) from inception through June 30, 2016, with the largest rate of recidivism occurring within the first six months of graduation.
- The Memphis Police Department's Clergy Academy, a nationally-recognized model, provides faith leaders an opportunity to understand the work of the police department and open communications with it. The academy trained 245 clergy and faith leaders between April 2012 and May 2016.
- The Attendance and Truancy Task Force was created in November, 2014 to investigate attendance data and implement solutions to chronic truancy. The Task Force reviewed year-end attendance records and set a goal of reducing chronic absenteeism by 25% for the 2015-16 school year. The poorest performing schools were identified and a Call Week was organized and executed in advance of the start of school in August 2016. "Celebrities," including city and county mayors, pitched in to make calls to the families identified with these issues. More than 3000 calls were made.

### ***Legislative Agenda***

Memphis Fast Forward annually submits a legislative package to the Tennessee General Assembly with recommendations for changes in state law that support Memphis and Shelby



County's crimefighting strategies and with requests for funding that support the Operation: Safe Community priorities and programs.

Some of the highlights from these legislative successes include:

- Strengthening the state nuisance law in 2014 to give communities a new statutory tool – injunctive relief – to fight gang activity at the neighborhood level and specifically allowing geographic “safety zones” to rid communities of gang crime, with four gang injunctions having been obtained so far;
- \$550,000 a year in state funding for six years to provide non-violent drug offenders with supervised drug treatment instead of incarceration;
- Reestablishment of a division of Shelby County General Sessions Court as a domestic violence court;
- Funding for the Memphis and Shelby County Family Safety Center to offer coordinated services for domestic violence victims and reduce repeat offenses;
- Enactment in 2012 of the Repeat Domestic Violence Offender Bill to prescribe mandatory prison time for repeat domestic violence offenders;
- Enactment in 2012 of legislation providing enhanced sentences for certain types of serious crimes committed by three or more acting in concert;
- Amending the Neighborhood Preservation Act so problem properties can be declared a public nuisance and cannot be sold until the problem has been remedied;
- Receiving state funding of \$110,000 a year for three years for a Shelby County Offender Re-entry Demonstration Project, which helped seed Memphis Shelby County Office of Reentry; and

*“The business community supports Operation: Safe Community because it’s a solid plan, with clear accountabilities and metrics, which has the buy-in of the full spectrum of law enforcement leadership. In the new OSC plan, I’m looking forward to improving our focus by concentrating on a limited number of key priorities.”*

Ben Adams, Chair,  
Memphis Shelby Crime Commission board and  
CEO of Baker Donelson Law Firm.



- Passing legislation in 2013, which increased penalties for illegal possession of firearms by a convicted felon with prior violent crime or drug trafficking convictions.

### **Next Steps**

Operation: Safe Community-2 built on the momentum and lessons of its predecessor, and it now becomes the foundation for the next edition of the crime prevention and reduction strategic initiative for Memphis and Shelby County.

*"Spearheaded by the Crime Commission, through Operation: Safe Community we have a common plan to tackle the major challenge of crime. We must not surrender a single neighborhood in our community to a high crime rate. We must continue to plan our work and work our plan."*

Crime Commission President Bill Gibbons

OSC-2 took a more holistic approach by monitoring a broader array of areas impacting crime, due to a heightened emphasis on both prevention and intervention steps. These efforts created broader collaborations and greater understanding of the overall needs within our community. Out of that process, new frameworks were birthed, such as the Family Safety Center, supporting victims of domestic violence, and the Memphis and Shelby County Office of Reentry, a hub for assisting formerly incarcerated individuals with a more successful launch out of the corrections system. They are showing promising results, and OSC-3 will continue to support their progress.

As it looks to the next iteration of its crime reduction plan, Operation: Safe Community-3 will set violent crime as a top priority. Memphis has been one of a number of U.S. cities that has recorded significant increases in the number of murders, a rise that national criminologists have been unable to explain consistently since there is no clear commonality among cities such as Memphis, Jacksonville, Nashville, Louisville, Las Vegas, Chicago, and Los Angeles. In response to these trends, the next version of Operation: Safe Community will narrow its focus and strategies in part to concentrate on violent crime and efforts that can have the greatest impact within the five-year term of the plan.

To supercharge this next phase, OSC-3 will be guided by a new joint venture between the Memphis Shelby Crime Commission and the University of Memphis, which has created the Public Safety Institute at the University of Memphis. The Institute is headed by Bill Gibbons, former Shelby County District Attorney General and Tennessee Commissioner of Safety and Homeland Security. He is simultaneously serving as president of the Crime Commission.



## Report to the Community

*"We are proud to partner with the Memphis Shelby Crime Commission to host the Public Safety Institute at the University of Memphis. The U of M has a strong history of research using technology and analytics to pioneer new ways to prevent and solve crime. We are excited to be able to contribute to a reduction in crime in the Memphis area. This is an important step in advancing the growth and development of our community."*

M. David Rudd, University of Memphis  
President

The Institute is housed in the University's School of Urban Affairs and Public Policy and will draw on researchers from multiple disciplines and departments across the university, including the Department of Criminology and Criminal Justice and the Cecil C. Humphreys School of Law. In addition, the Institute will explore policies and strategies for improving public safety with national experts at other universities and seek to develop

collaborative efforts with other institutions of higher learning.

### **Leadership**

The Memphis Shelby Crime Commission oversees development and implementation of the Operation: Safe Community five-year strategic plan. In keeping with Memphis Fast Forward's collective impact model, the Crime Commission acts as the backbone organization that coordinates participating organizations and agencies.

From 2009 until June, 2015, the chair of Operation: Safe Community was Bill Gibbons, while serving as Shelby County District Attorney General and later as Tennessee Commissioner of Safety and Homeland Security, and today, the initiative is chaired by Shelby County District Attorney General Amy Weirich.

As of October, 2016, members of the Board of Directors are as follows:

Ben C. Adams, Chairman and CEO, Baker, Donelson, Bearman, Caldwell & Berkowitz, PC

Mark Billingsley, Commissioner, Shelby County Government

Jerry Blum, Director of Security Services, AutoZone

Stephen Bush, Public Defender, Shelby County Government

Dave Carlson, Director of Marketing, Smith & Nephew

Kevin Clarkson, Senior Vice President, CB Richard Ellis



Lee V. Coffee, Judge, Shelby County Criminal Court

George Cogswell, Publisher, Commercial Appeal

Jerry Collins, CEO/President, Memphis Light, Gas & Water Division

John DeBerry, Representative, Tennessee General Assembly

Rob DelPriore, CEO, Mid-America Apartment Communities, Inc.

John Dudas, Vice-President, Belz Enterprises

Ryan Ehrhart, Senior Vice President, Raymond James

Mark Gwyn, Director, Tennessee Bureau of Investigation

Terry Harris, Vice President, Customer Security Service, FedEx

Jeffrey Higgs, Executive Director, Lemoyne-Owen College Community Development Corporation

Henry Hooper, Agent/Owner, State Farm Insurance

Dorsey E. Hopson II, Superintendent, Shelby County Schools

Larry Jensen, President, Commercial Advisors

David Kustoff, Attorney, Kustoff & Strickland PLLC

Pierce Ledbetter, CEO, LEDIC Management Group, LLC

Mark Luttrell, Mayor, Shelby County

Keith McDonald, Mayor, City of Bartlett

Doug McGowen, COO, City of Memphis

Rick Masson, Executive Director, Plough Foundation

Dan Michael, Judge, Shelby County Juvenile Court

Glenn Moore, President, Memphis Area Association of Realtors and Glenn Moore Realty

Johnny B. Moore Jr., President and CEO, SunTrust Bank

Worth Morgan, Councilman, City of Memphis

Olliette Murry-Drobot, Executive Director, Family Safety Center

Keith Norman, Pastor, First Baptist Church – Broad



Mark Norris, Senator, Tennessee General Assembly

Bill Oldham, Sheriff, Shelby County

Mike Palazzolo, Mayor, City of Germantown

Tony Parker, Commissioner, State of Tennessee Department of Correction

Chris Peck, former editor of The Commercial Appeal

David Popwell, President & Chief Operating Officer, Banking, First Horizon National Corporation

Bill Powell, Criminal Justice Coordinator, Shelby County Government

Michael Rallings, Director, Division of Police Services, City of Memphis

Carol Ross-Spang, Senior Vice President, Human Resources, Methodist Le Bonheur Healthcare

Ed Stanton III, U.S. Attorney, Western District of Tennessee

Jim Strickland, Mayor, City of Memphis

Blair Taylor, President, Memphis Tomorrow, Inc.

Chris Turner, Judge, Shelby County General Sessions Criminal Court (Domestic Violence Court)

K. B. Turner, Chair, University of Memphis Department of Criminology and Criminal Justice

Amy Weirich, District Attorney General for Shelby County



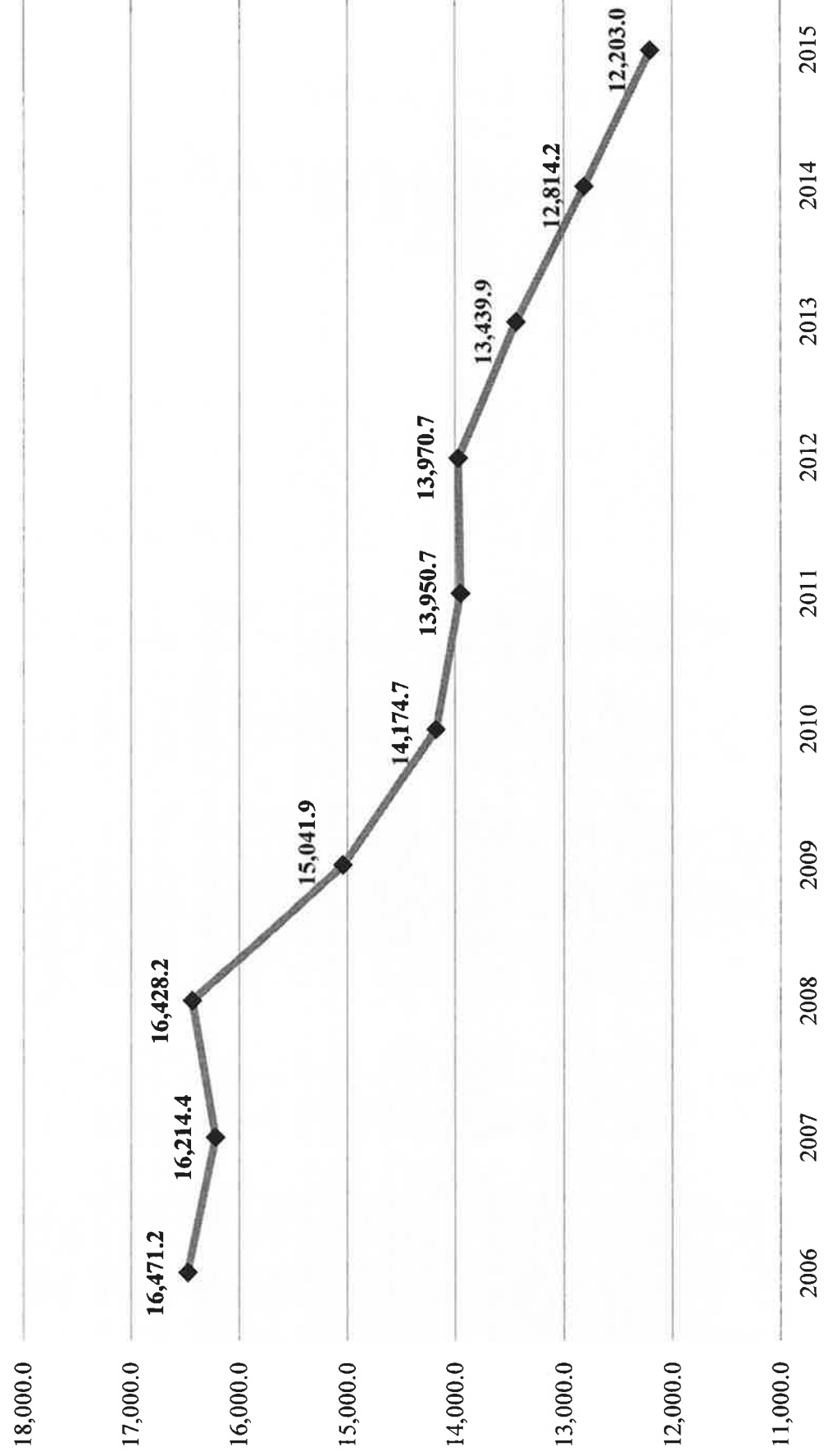
CHART (1)

# OVERALL CRIME RATE TRENDS FOR CITY OF MEMPHIS (Offenses per 100,000 population)\*



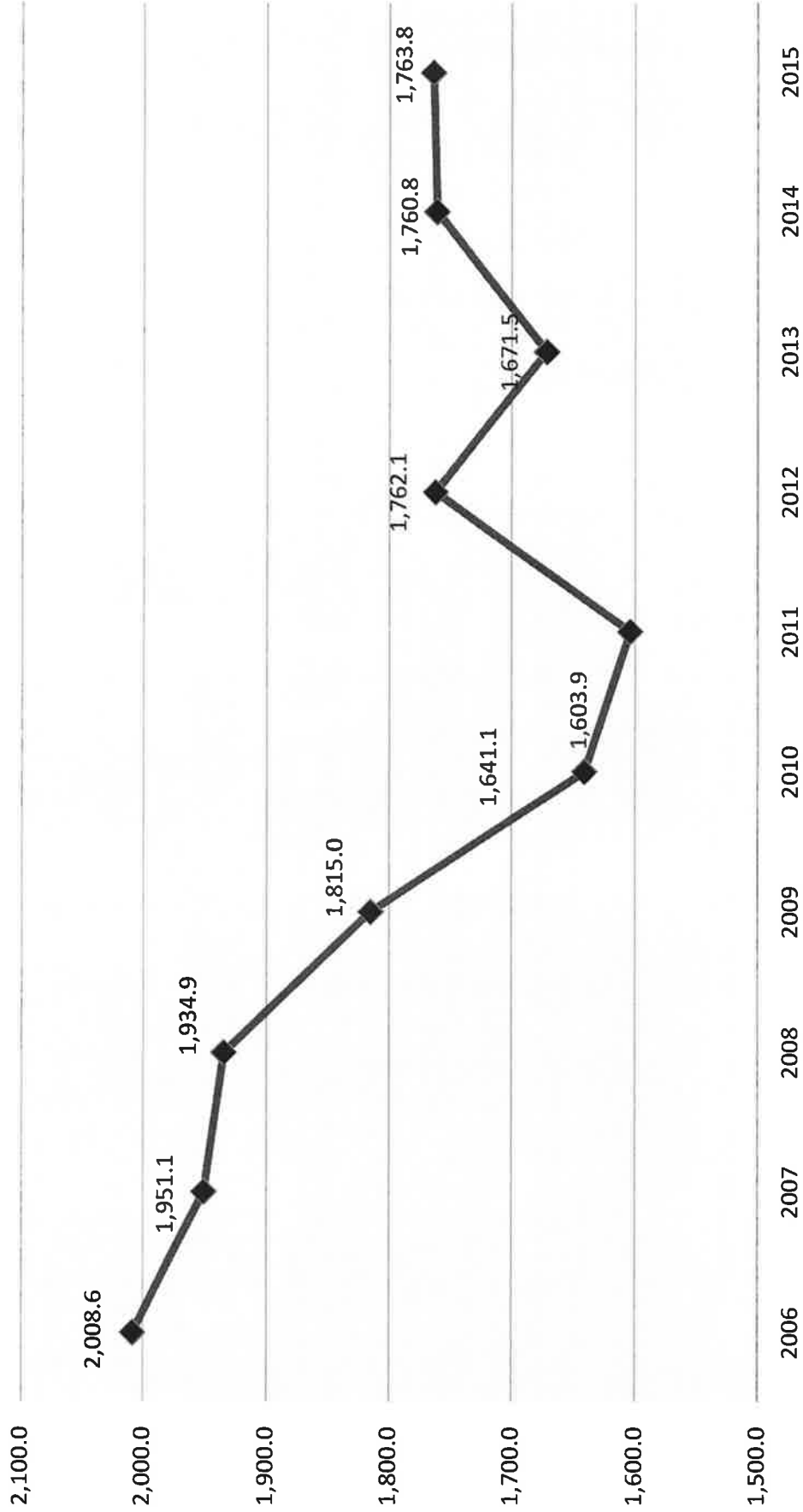
\*Total reported incidents of Group A offenses. Source: TIBERS (Tennessee Incident Based Reporting System)  
Rates calculated using U.S. Census Bureau population estimates except for 2010 for which the Census actual count used.

**OVERALL CRIME TRENDS FOR ALL OF SHELBY COUNTY**  
**(Offenses per 100,000 population)\***



\*Total reported incidents of Group A offenses. Source: TIBERS (Tennessee Incident Based Reporting System)  
Rates calculated using U.S. Census Bureau population estimates except for 2010 for which the Census actual count used.

# MAJOR VIOLENT CRIME TRENDS FOR CITY OF MEMPHIS (Offenses per 100,000 population)\*



\* Reported incidents of murder, rape, robbery, and aggravated assault. Source: TIBERS (Tennessee Incident Based Reporting System)  
Rates calculated using U.S. Census Bureau population estimates except for 2010 for which the Census actual count used.

# **MAJOR VIOLENT CRIME TRENDS FOR ALL OF SHELBY COUNTY** **(Offenses per 100,000 population)\***

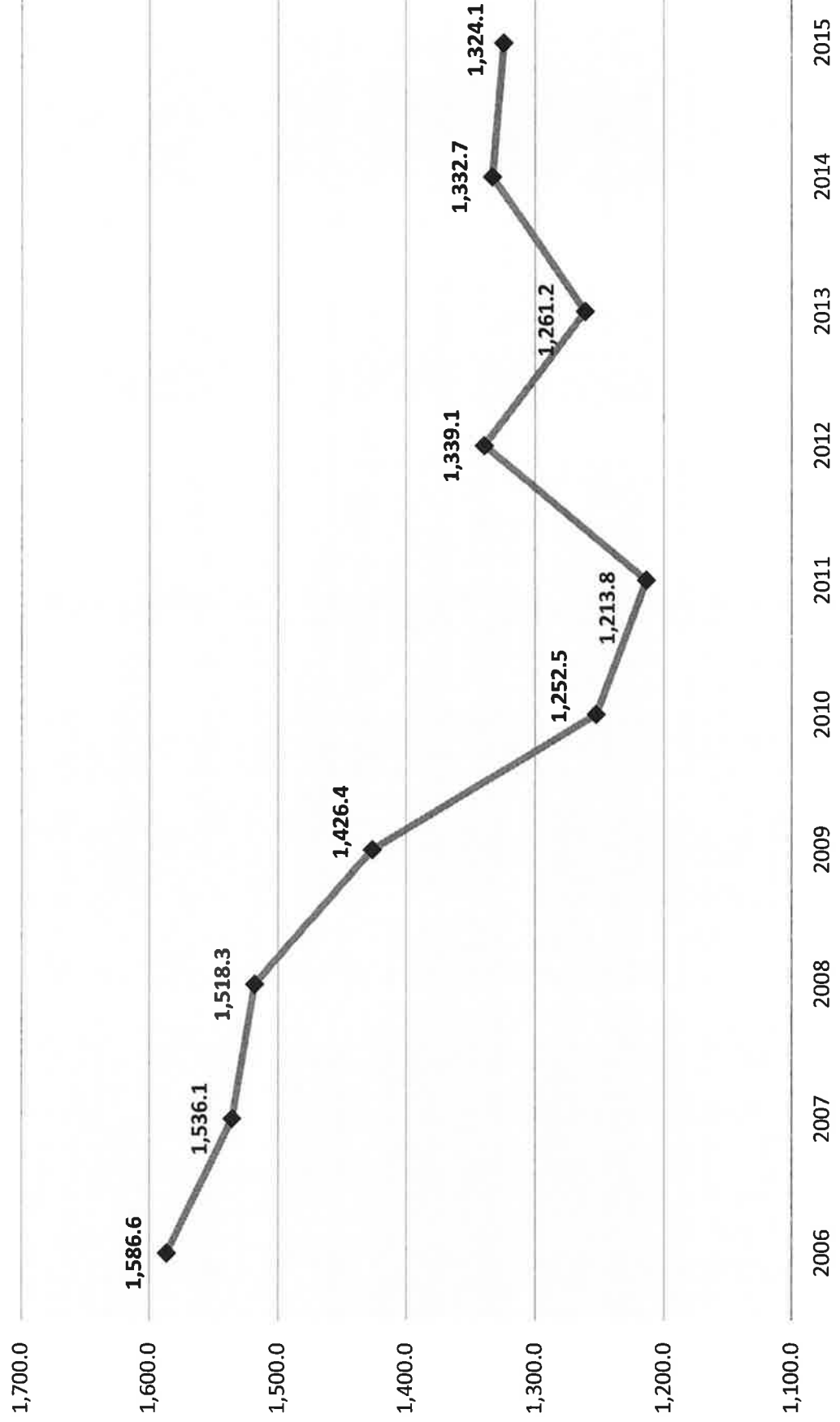
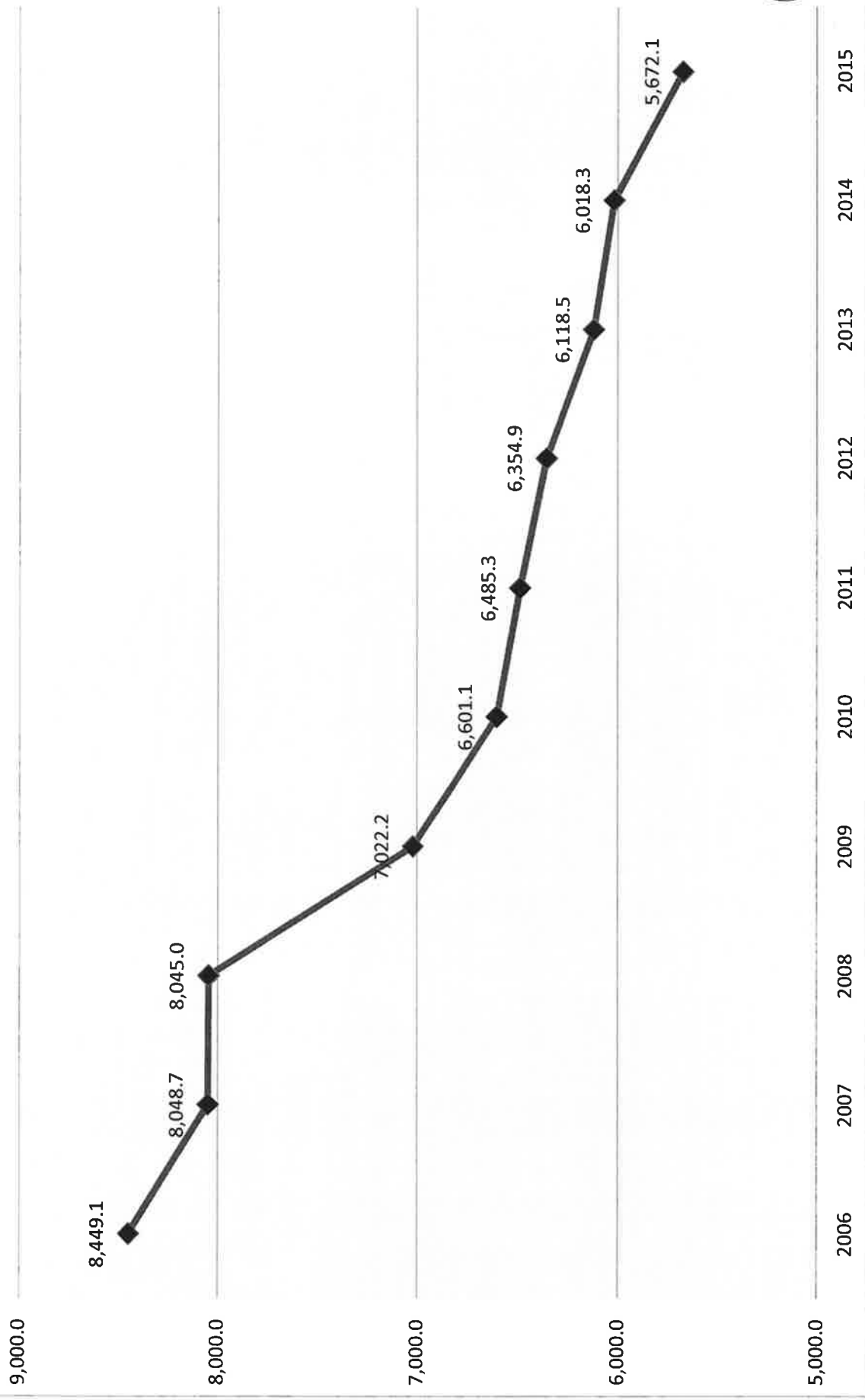


CHART (4)

\* Reported incidents of murder, rape, robbery, and aggravated assault. Source: TIBERS (Tennessee Incident Based Reporting System)  
 Rates calculated using U.S. Census Bureau population estimates except for 2010 for which the Census actual count used.

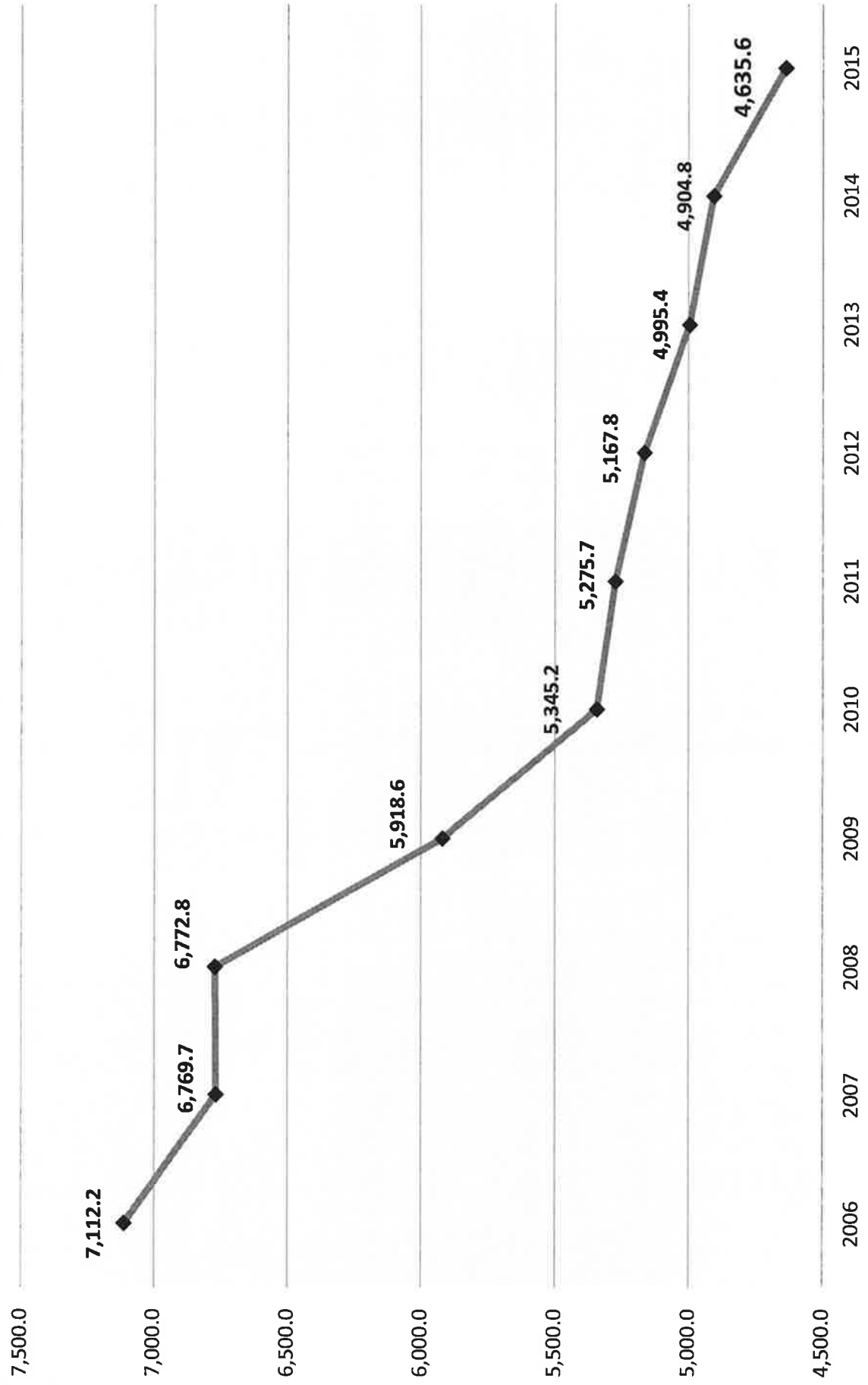
**MAJOR PROPERTY CRIME TRENDS FOR CITY OF MEMPHIS**  
(Offenses per 100,000 population)\*



\* Reported incidents of burglary, auto theft, and other felony theft. Source: TIBERS (Tennessee Incident Based Reporting System)  
Rates calculated using U.S. Census Bureau population estimates except for 2010 for which the Census actual count used.

CHART (6)

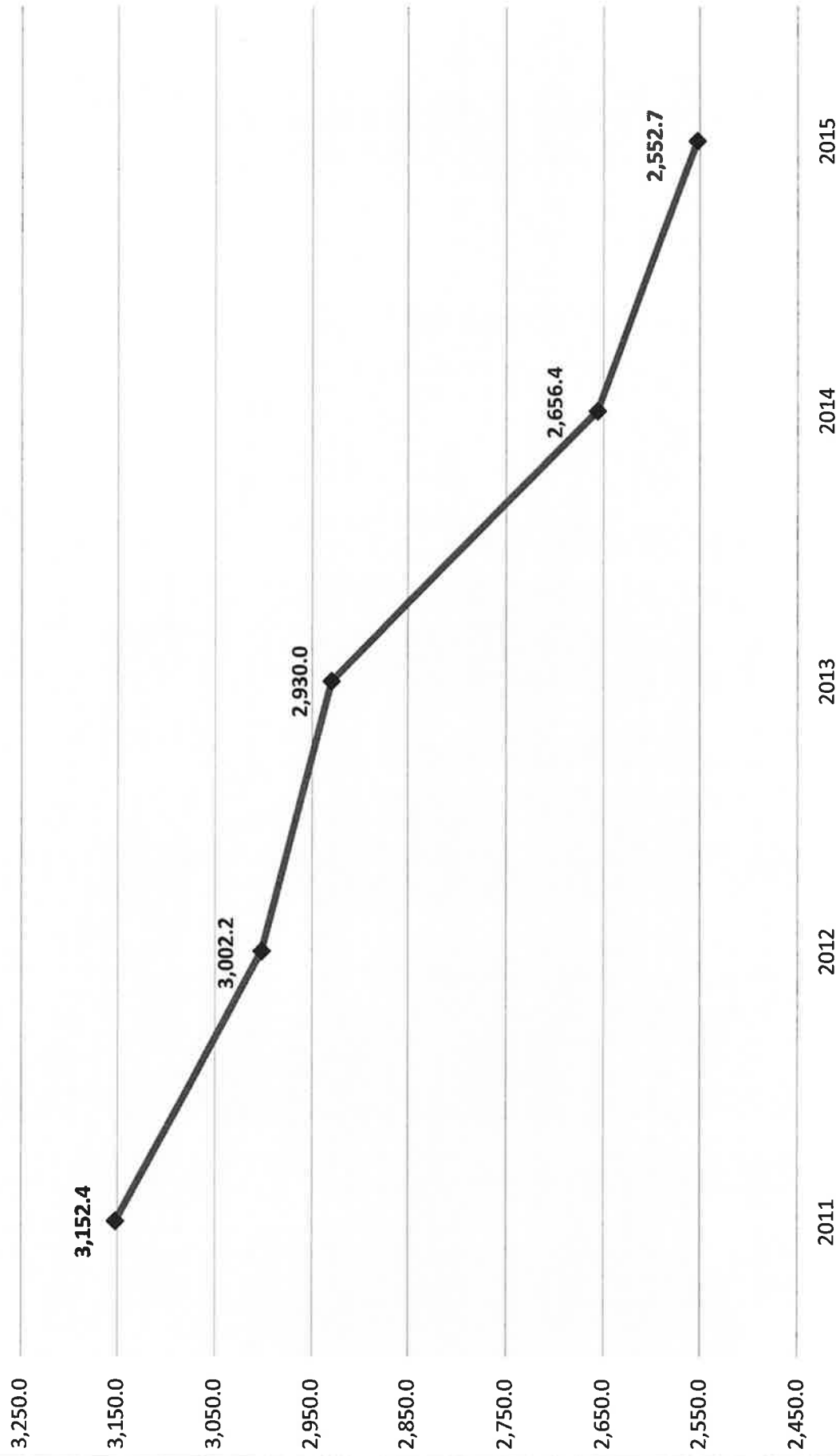
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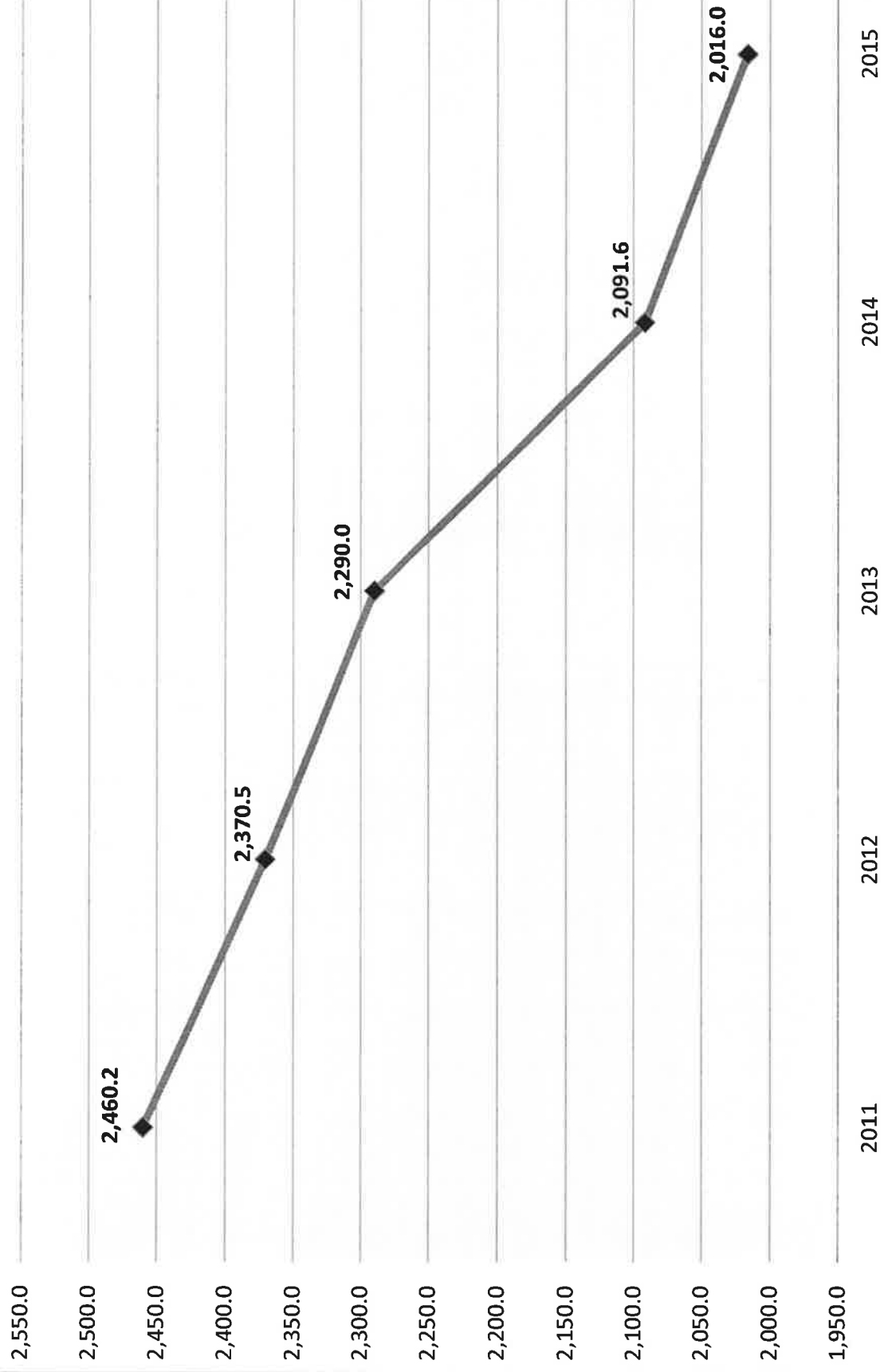


# **DOMESTIC VIOLENCE CRIME TRENDS FOR CITY OF MEMPHIS** **(Offenses per 100,000 population)\***



\* Source: TIBERS (Tennessee Incident Based Reporting System)  
 Rates calculated using U.S. Census Bureau population estimates except for 2010 for which the Census actual count used.

**DOMESTIC VIOLENCE CRIME TRENDS FOR ALL OF SHELBY  
COUNTY**  
**(Offenses per 100,000 population)\***



\*Source: TIBERS (Tennessee Incident Based Reporting System)

Rates calculated using U.S. Census Bureau population estimates except for 2010 for which the Census actual count used.

CHART (8)

# **JUVENILE ARRESTS IN ALL OF SHELBY COUNTY FOR MAJOR VIOLENT CRIMES (Offenses per 100,000 population)\***

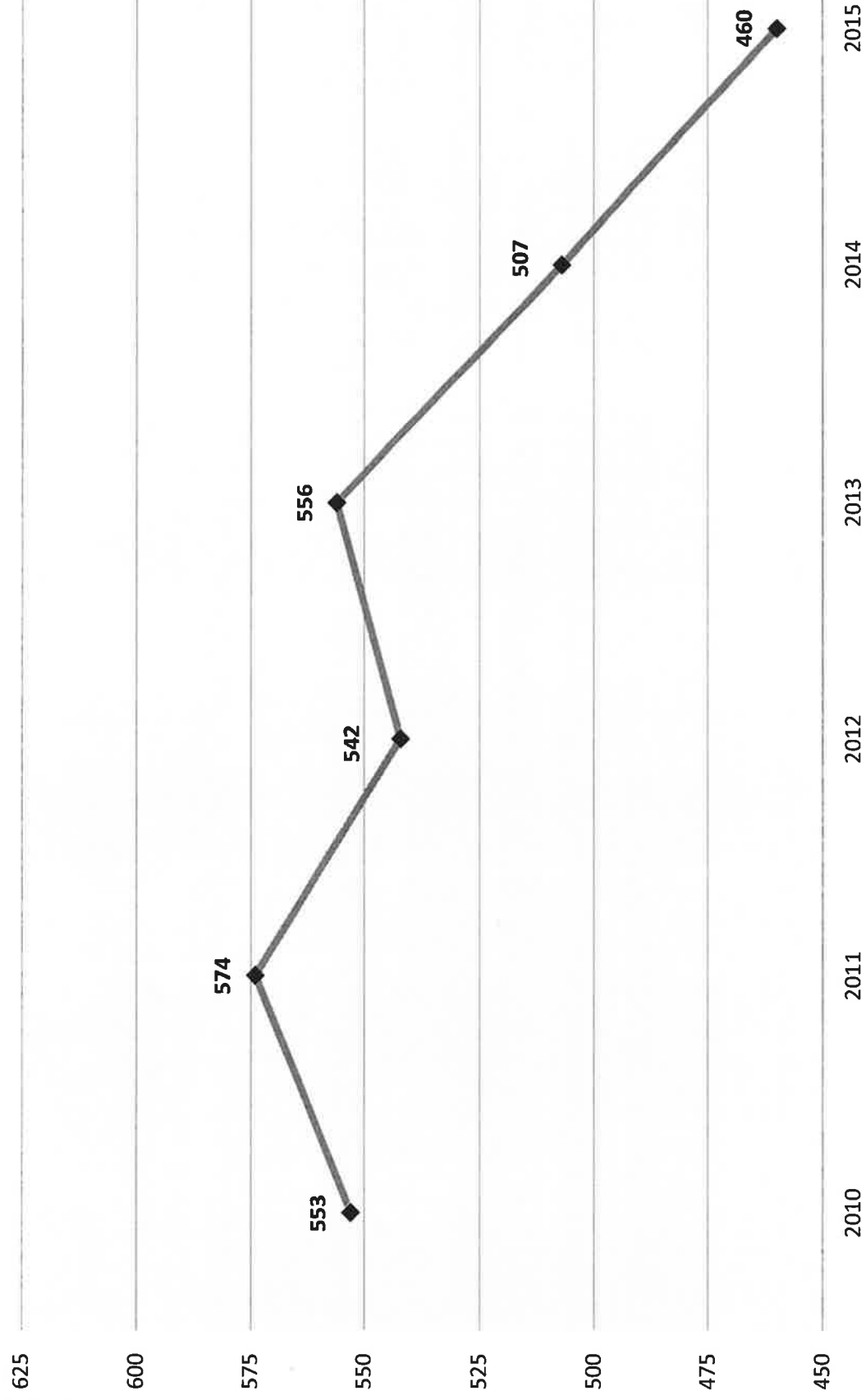
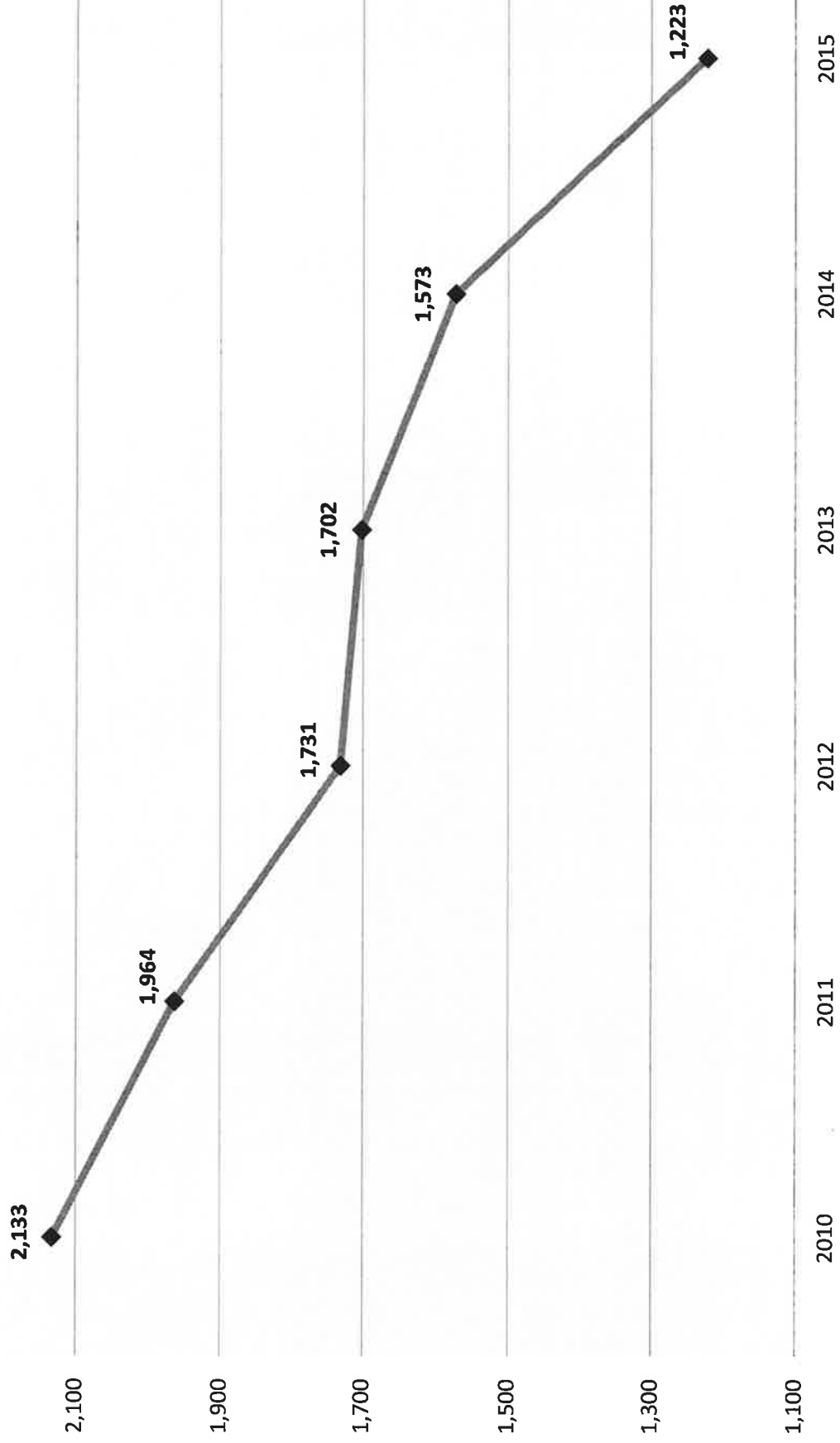


CHART (9)

\* Source: TIBERS (Tennessee Incident Based Reporting System)  
Rates calculated using U.S. Census Bureau population estimates except for 2010 for which the Census actual count used.

**JUVENILE ARRESTS IN ALL OF SHELBY COUNTY  
FOR MAJOR PROPERTY CRIMES  
(Offenses per 100,000 population)\***



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## **Appendix A**

### **Additional Metrics for Memphis and Shelby County (includes data through September 2016)**

The charts below track crime through September 2016, the last available data prior to the publication of this report. Year-end data for 2016 will be available on the Crime Commission's website once the data is received in late January 2017.

As seen below, the violent crime rate has so far increased from 2015 to 2016.

#### **Graph App A: Insert MVC Rate for SC YTD 2006-2015**

To understand that increase on a more detailed level, the following graph tracks the percent increase in major violent crime rate between 2015 and 2016 for Shelby County on a month-to-month basis. For example, January 2016's rate of major violent crime was 18.4% higher than it was in January 2015. This chart shows that the increases in the crime rate have slowed as 2016 has moved forward, with February representing the high water mark, and the rate in September 2016 at 3.4% above that in September 2015.

#### **Graph App B: Insert Percentage Change in MVC Rate for Shelby County Month to Month Comparison**

#### **Number of Offenses, 2006, 2011-2016**

The tables below reflect the *number of offenses* reported on a cumulative year basis, January-September for each year noted in the table.

#### **Table App A: Insert Memphis No. of Offenses Table (Elisabeth's multi-colored table)**

#### **Table App B: Insert Shelby County No. of Offenses Table**

#### **Crime Rates, 2006, 2011-2016**

The tables below reflect the *crime rates* reported on a cumulative year basis, January-September for each year noted in the table. Crime rates measure the number of offenses per 100,000 of population. Estimates of population are based on the Census figures for the respective years. 2016 population is based on 2015 Census estimates for both Shelby County and Memphis.

#### **Table App C: Insert Memphis Crime Rates Table**

#### **Table App D: Insert Shelby County Crime Rates Table**



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## **Appendix A**

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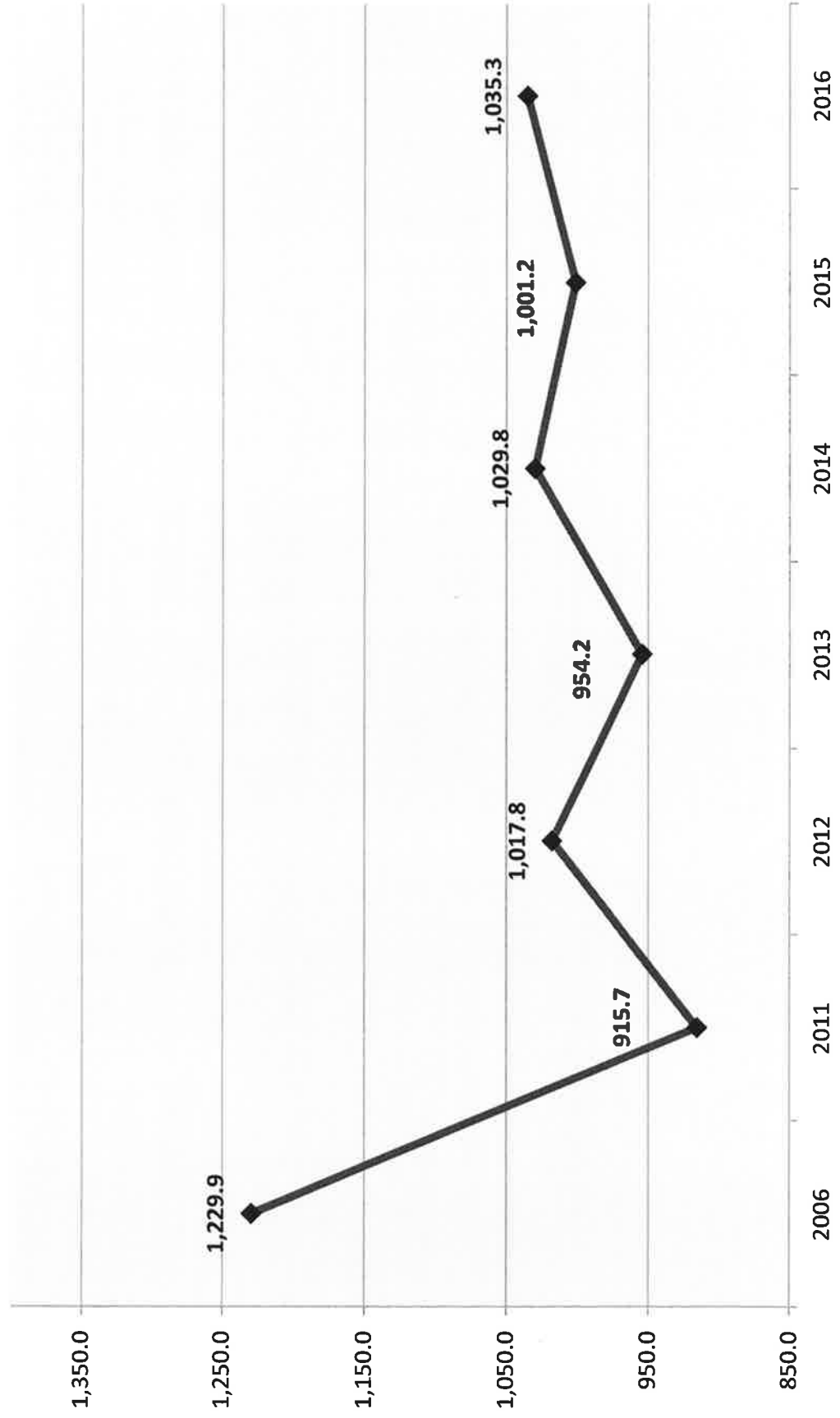
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#### **Table App C: Insert Memphis Crime Rates Table**

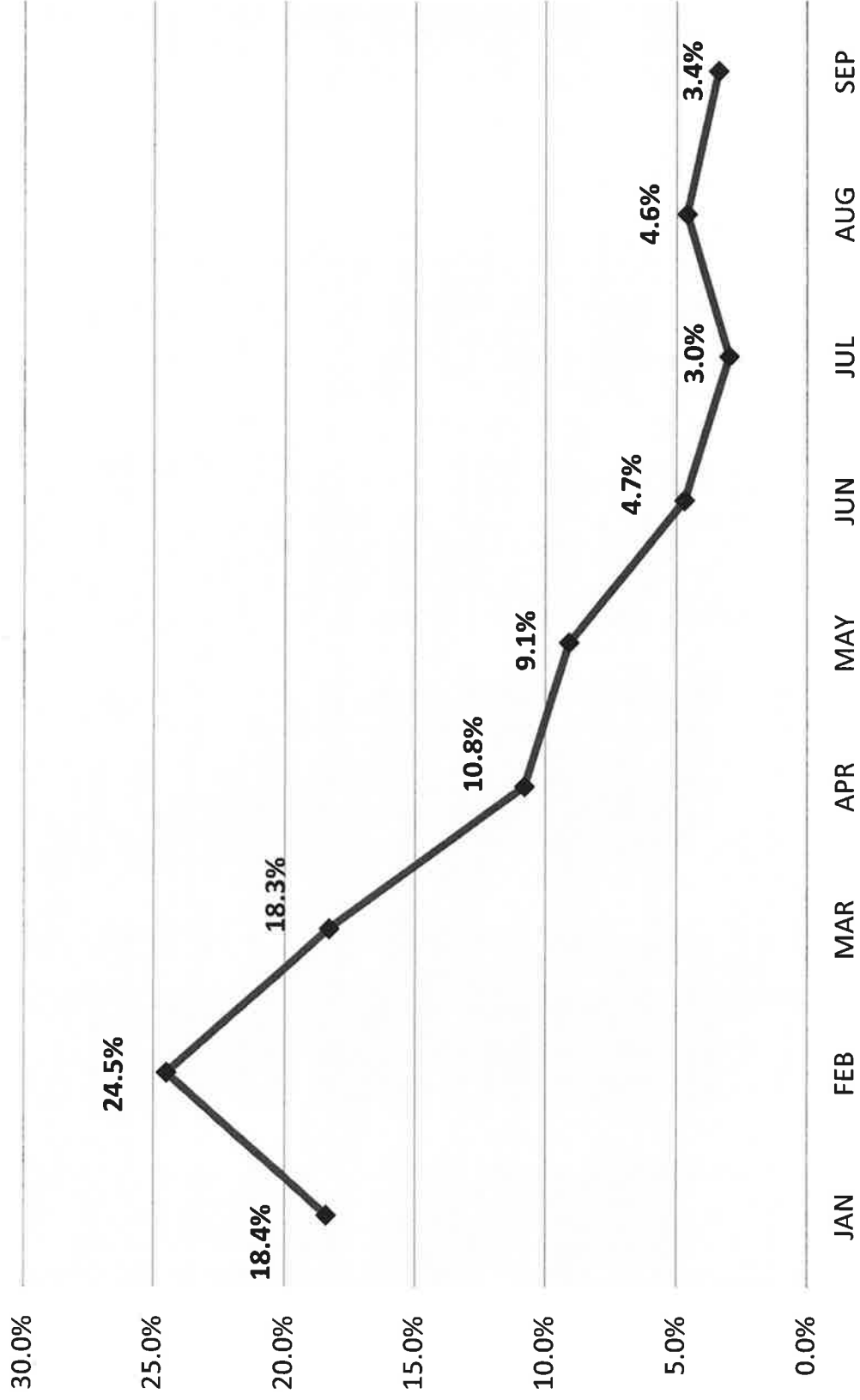
#### **Table App D: Insert Shelby County Crime Rates Table**

**MAJOR VIOLENT CRIME RATE FOR SHELBY COUNTY - YTD  
COMPARISONS THROUGH SEPTEMBER (Offenses per 100,000)  
A 15.8% Decrease in 2016 Compared to 2015\***



\* Source: TIBERS (Tennessee Incident Based Reporting System)  
Rates calculated using U.S. Census Bureau population estimates except for 2010 for which the Census actual count used.

**PERCENTAGE CHANGE IN MAJOR VIOLENT CRIME RATE FOR  
SHELBY COUNTY - MONTH TO MONTH COMPARISON  
THROUGH SEPTEMBER (Offenses per 100,000)  
2016 Compared to 2015\***



\* Source: TIBERS (Tennessee Incident Based Reporting System)  
Rates calculated using U.S. Census Bureau population estimates except for 2010 for which the Census actual count used.

# TABLE APP A:

Table 2.1 Memphis, TN: Number of Offenses: 2006, 2011-2016

| Operation Safe Community - Monthly Crime Trend Report |        |        |        |        |                        |        |                        |        |                        |        |                        |                        |
|---|--------|--------|--------|--------|------------------------|--------|------------------------|--------|------------------------|--------|------------------------|------------------------|
| Memphis, TN - TIBRS' GROUP A OFFENSES                 |        |        |        |        |                        |        |                        |        |                        |        |                        |                        |
| January 1 - September 30, 2006, 2011-2016             |        |        |        |        |                        |        |                        |        |                        |        |                        |                        |
| Selected Offenses of Interest                         |        |        |        |        |                        |        |                        |        |                        |        |                        |                        |
| Offense Type  | Sep-06 | Sep-11 | Sep-12 | Sep-13 | %<br>Change<br>2012-13 | Sep-14 | %<br>Change<br>2013-14 | Sep-15 | %<br>Change<br>2014-15 | Sep-16 | %<br>Change<br>2015-16 | %<br>Change<br>2006-16 |
| Murder <sup>2</sup>                                   | 121    | 88     | 102    | 95     | -6.9%                  | 113    | 18.9%                  | 104    | -8.0%                  | 122    | 17.3%                  | 0.8%                   |
| Rape <sup>2,3</sup>                                   | 400    | 402    | 466    | 378    | -18.9%                 | 427    | 13.0%                  | 402    | -5.9%                  | 366    | -9.0%                  | -8.5%                  |
| Aggravated Assault <sup>2,4</sup>                     | 6,052  | 5,233  | 5,798  | 5,533  | -4.6%                  | 5,913  | 6.9%                   | 5,987  | 1.3%                   | 6,016  | 0.5%                   | -0.6%                  |
| Robbery   | 4,057  | 2,237  | 2,450  | 2,343  | -4.4%                  | 2,497  | 6.6%                   | 2,278  | -8.8%                  | 2,419  | 6.2%                   | -40.4%                 |
| MAJOR VIOLENT CRIME <sup>4</sup>                      | 10,630 | 7,960  | 8,816  | 8,349  | -5.3%                  | 8,950  | 7.2%                   | 8,771  | -2.0%                  | 8,923  | 1.7%                   | -16.1%                 |
| Burglary  | 12,478 | 9,389  | 9,354  | 8,804  | -5.9%                  | 8,491  | -3.6%                  | 7,540  | -11.2%                 | 6,763  | -10.3%                 | -45.8%                 |
| Theft Offenses  | 26,048 | 19,561 | 19,916 | 19,328 | -3.0%                  | 18,771 | -2.9%                  | 18,345 | -2.3%                  | 18,182 | -0.9%                  | -30.2%                 |
| Motor Vehicle Theft                                   | 5,057  | 2,566  | 2,297  | 2,104  | -8.4%                  | 2,239  | 6.4%                   | 2,012  | -10.1%                 | 2,300  | 14.3%                  | -54.5%                 |
| MAJOR PROPERTY CRIME                                  | 43,583 | 31,516 | 31,567 | 30,236 | -4.2%                  | 29,501 | -2.4%                  | 27,897 | -5.4%                  | 27,245 | -2.3%                  | -37.5%                 |
| Simple Assault <sup>5</sup>                           | 16,732 | 18,048 | 17,391 | 16,830 | -3.2%                  | 15,039 | -10.6%                 | 13,765 | -8.5%                  | 13,476 | -2.1%                  | -19.5%                 |
| Drug/Narcotic Violations <sup>6</sup>                 | 3,753  | 3,958  | 4,404  | 4,172  | -5.3%                  | 3,013  | -27.8%                 | 2,445  | -18.9%                 | 2,713  | 11.0%                  | -27.7%                 |
| Weapon Law Violations <sup>6</sup>                    | 1,117  | 1,048  | 1,113  | 1,071  | -3.8%                  | 967    | -9.7%                  | 778    | -19.5%                 | 817    | 5.0%                   | -26.9%                 |
| Domestic Violence                                     | 14,281 | 15,845 | 15,164 | 14,851 | -2.1%                  | 13,659 | -8.0%                  | 13,003 | -4.8%                  | 12,749 | -2.0%                  | -10.7%                 |

\*The years 2012 and 2016 were leap years with February having 29 days. As a result for the sake of brevity, January 1-February 29 date range was used in the title of the above table and the titles of the subsequent charts. However, actual calculations are based on the following date ranges for each year: January 1-February 28, 2006; January 1-February 28, 2011; January 1-February 29, 2012; January 1-February 28, 2013; January 1-February 28, 2014; January 1-February 28, 2015; January 1-February 29, 2016.

(We've asked for better copy on all these from which to insert into this document.)

Table 1.1 Shelby County, TN: Number of Offenses: 2006, 2011-2016

| Operation Safe Community - Monthly Crime Trend Report |        |        |        |        |                        |        |                        |        |                        |        |                        |                        |
|---|--------|--------|--------|--------|------------------------|--------|------------------------|--------|------------------------|--------|------------------------|------------------------|
| Shelby County, TN - TIBRS' GROUP A OFFENSES           |        |        |        |        |                        |        |                        |        |                        |        |                        |                        |
| January 1 - September 30, 2006, 2011-2016             |        |        |        |        |                        |        |                        |        |                        |        |                        |                        |
| Selected Offenses of Interest                         |        |        |        |        |                        |        |                        |        |                        |        |                        |                        |
| Offense Type  | Sep-06 | Sep-11 | Sep-12 | Sep-13 | %<br>Change<br>2012-13 | Sep-14 | %<br>Change<br>2013-14 | Sep-15 | %<br>Change<br>2014-15 | Sep-16 | %<br>Change<br>2015-16 | %<br>Change<br>2006-16 |
| Murder  | 122    | 94     | 104    | 101    | -2.9%                  | 117    | 15.8%                  | 106    | -9.4%                  | 131    | 23.6%                  | 7.4%                   |
| Rape <sup>2</sup>                                     | 449    | 458    | 528    | 436    | -17.4%                 | 484    | 11.0%                  | 443    | -8.5%                  | 415    | -6.3%                  | -7.6%                  |
| Aggravated Assault <sup>3</sup>                       | 6,544  | 5,692  | 6,381  | 5,990  | -6.1%                  | 6,461  | 7.9%                   | 6,456  | -0.1%                  | 6,640  | 2.9%                   | 1.5%                   |
| Robbery   | 4,190  | 2,304  | 2,551  | 2,434  | -4.6%                  | 2,602  | 6.9%                   | 2,387  | -8.3%                  | 2,526  | 5.8%                   | -39.7%                 |
| MAJOR VIOLENT CRIME <sup>3</sup>                      | 11,305 | 8,548  | 9,564  | 8,961  | -6.3%                  | 9,664  | 7.8%                   | 9,392  | -2.8%                  | 9,712  | 3.4%                   | -14.1%                 |
| Burglary  | 13,968 | 10,538 | 10,431 | 9,813  | -5.9%                  | 9,384  | -4.4%                  | 8,529  | -9.1%                  | 7,531  | -11.7%                 | -46.1%                 |
| Theft Offenses  | 29,941 | 23,136 | 23,550 | 23,000 | -2.3%                  | 22,483 | -2.2%                  | 21,921 | -2.5%                  | 21,241 | -3.1%                  | -29.1%                 |
| Motor Vehicle Theft                                   | 5,493  | 2,831  | 2,500  | 2,290  | -8.4%                  | 2,460  | 7.4%                   | 2,265  | -7.9%                  | 2,556  | 12.8%                  | -53.5%                 |
| MAJOR PROPERTY CRIME                                  | 49,402 | 36,505 | 36,481 | 35,103 | -3.8%                  | 34,327 | -2.2%                  | 32,715 | -4.7%                  | 31,328 | -4.2%                  | -36.6%                 |
| Simple Assault <sup>4</sup>                           | 19,053 | 20,111 | 19,657 | 19,103 | -2.8%                  | 17,668 | -7.5%                  | 16,058 | -9.1%                  | 15,750 | -1.9%                  | -17.3%                 |
| Drug/Narcotic Violations <sup>5</sup>                 | 5,107  | 4,890  | 5,521  | 5,193  | -5.9%                  | 4,077  | -21.5%                 | 3,451  | -15.4%                 | 3,735  | 8.2%                   | -26.9%                 |
| Weapon Law Violations <sup>5</sup>                    | 1,319  | 1,205  | 1,262  | 1,268  | 0.5%                   | 1,194  | -5.8%                  | 1,001  | -16.2%                 | 1,037  | 3.6%                   | -21.4%                 |
| Domestic Violence                                     | 15,953 | 17,565 | 17,070 | 16,536 | -3.1%                  | 15,311 | -7.4%                  | 14,617 | -4.5%                  | 14,520 | -0.7%                  | -9.0%                  |

\*The years 2012 and 2016 were leap years with February having 29 days. As a result for the sake of brevity, January 1-February 29 date range was used in the title of the above table and the titles of the subsequent charts. However, actual calculations are based on the following date ranges for each year: January 1-February 28, 2006; January 1-February 28, 2011; January 1-February 29, 2012; January 1-February 28, 2013; January 1-February 28, 2014; January 1-February 28, 2015; January 1-February 29, 2016.



Table 2.2 Memphis, TN: Crime Rates: 2006, 2011-2016

| Operation Safe Community - Monthly Crime Trend Report |        |        |        |        |                        |        |                        |        |                        |        |                        |                        |
|---|--------|--------|--------|--------|------------------------|--------|------------------------|--------|------------------------|--------|------------------------|------------------------|
| Memphis, TN - TIBRS <sup>1</sup> GROUP A OFFENSES     |        |        |        |        |                        |        |                        |        |                        |        |                        |                        |
| CRIME RATES (Offenses per 100,000 Population*)        |        |        |        |        |                        |        |                        |        |                        |        |                        |                        |
| January 1 - September 30, 2006, 2011-2016             |        |        |        |        |                        |        |                        |        |                        |        |                        |                        |
| Selected Offenses of Interest                         |        |        |        |        |                        |        |                        |        |                        |        |                        |                        |
| Offense Type  | Sep-06 | Sep-11 | Sep-12 | Sep-13 | %<br>Change<br>2012-13 | Sep-14 | %<br>Change<br>2013-14 | Sep-15 | %<br>Change<br>2014-15 | Sep-16 | %<br>Change<br>2015-16 | %<br>Change<br>2006-16 |
| Murder <sup>2</sup>                                   | 17.7   | 13.4   | 15.5   | 14.4   | -6.7%                  | 17.2   | 19.3%                  | 15.9   | -7.9%                  | 18.6   | 17.3%                  | 4.9%                   |
| Rape <sup>2,3</sup>                                   | 58.6   | 61.3   | 70.7   | 57.4   | -18.7%                 | 65.0   | 13.3%                  | 61.3   | -5.8%                  | 55.8   | -9.0%                  | -4.8%                  |
| Aggravated Assault <sup>2,4</sup>                     | 887.4  | 797.9  | 879.1  | 840.5  | -4.4%                  | 900.7  | 7.2%                   | 913.0  | 1.4%                   | 917.4  | 0.5%                   | 3.4%                   |
| Robbery   | 594.8  | 341.1  | 371.5  | 355.9  | -4.2%                  | 380.4  | 6.9%                   | 347.4  | -8.7%                  | 368.9  | 6.2%                   | -38.0%                 |
| MAJOR VIOLENT CRIME <sup>1</sup>                      | 1558.6 | 1218.8 | 1336.7 | 1268.2 | -5.1%                  | 1368.3 | 7.5%                   | 1337.5 | -1.9%                  | 1360.7 | 1.7%                   | -12.7%                 |
| Burglary  | 1829.6 | 1431.7 | 1418.3 | 1337.4 | -5.7%                  | 1293.4 | -3.3%                  | 1149.8 | -11.1%                 | 1031.3 | -10.3%                 | -43.6%                 |
| Theft Offenses  | 3819.2 | 2982.7 | 3019.7 | 2936.0 | -2.8%                  | 2859.3 | -2.6%                  | 2797.5 | -2.2%                  | 2772.6 | -0.9%                  | -27.4%                 |
| Motor Vehicle Theft                                   | 741.5  | 391.3  | 348.3  | 319.6  | -8.2%                  | 341.1  | 6.7%                   | 306.8  | -10.0%                 | 350.7  | 14.3%                  | -52.7%                 |
| MAJOR PROPERTY CRIME                                  | 6890.2 | 4806.6 | 4786.2 | 4593.0 | -4.0%                  | 4493.8 | -2.2%                  | 4254.1 | -5.3%                  | 4164.7 | -2.3%                  | -39.0%                 |
| Simple Assault <sup>5</sup>                           | 2453.3 | 2752.0 | 2636.8 | 2556.5 | -3.0%                  | 2290.8 | -10.4%                 | 2099.1 | -8.4%                  | 2055.0 | -2.1%                  | -16.2%                 |
| Drug/Narcotic Violations <sup>6</sup>                 | 550.3  | 603.5  | 667.7  | 633.7  | -5.1%                  | 459.0  | -27.6%                 | 372.8  | -18.8%                 | 413.7  | 11.0%                  | -24.8%                 |
| Weapon Law Violations <sup>6</sup>                    | 163.8  | 159.8  | 168.8  | 162.7  | -3.6%                  | 147.3  | -9.5%                  | 118.6  | -19.5%                 | 124.6  | 5.0%                   | -23.9%                 |
| Domestic Violence                                     | 2093.9 | 2416.1 | 2299.2 | 2255.9 | -1.9%                  | 2080.6 | -7.8%                  | 1982.9 | -4.7%                  | 1944.1 | -2.0%                  | -7.2%                  |

\* Population Figures are based on 2006, 2011-2015 Census Estimates. The 2015 Estimates are used to calculate rates for 2016.

\*\*The years 2012 and 2016 were leap years with February having 29 days. As a result for the sake of brevity, January 1-February 29 date range was used in the title of the above table and the titles of the subsequent charts. However, actual calculations are based on the following date ranges for each year: January 1-February 28, 2006; January 1-February 28, 2011; January 1-February 29, 2012; January 1-February 28, 2013; January 1-February 28, 2014; January 1-February 28, 2015; January 1-February 29, 2016.

| POPULATION | 2006    | 2011    | 2012    | 2013    | 2014    | 2015    |
|------------|---------|---------|---------|---------|---------|---------|
|            | 682,024 | 655,816 | 659,537 | 658,310 | 656,482 | 655,770 |



Table 1.2 Shelby County, TN: Crime Rates: 2006, 2011-2016

| Operation Safe Community - Monthly Crime Trend Report |        |        |        |        |                        |        |                        |        |                        |        |                        |                        |
|---|--------|--------|--------|--------|------------------------|--------|------------------------|--------|------------------------|--------|------------------------|------------------------|
| Shelby County, TN - TIBRS' GROUP A OFFENSES           |        |        |        |        |                        |        |                        |        |                        |        |                        |                        |
| CRIME RATES (Offenses per 100,000 Population*)        |        |        |        |        |                        |        |                        |        |                        |        |                        |                        |
| January 1 - September 30, 2006, 2011-2016             |        |        |        |        |                        |        |                        |        |                        |        |                        |                        |
| Selected Offenses of Interest                         |        |        |        |        |                        |        |                        |        |                        |        |                        |                        |
| Offense Type  | Sep-06 | Sep-11 | Sep-12 | Sep-13 | %<br>Change<br>2012-13 | Sep-14 | %<br>Change<br>2013-14 | Sep-15 | %<br>Change<br>2014-15 | Sep-16 | %<br>Change<br>2015-16 | %<br>Change<br>2006-16 |
| Murder  | 13.3   | 10.1   | 11.1   | 10.8   | -2.8%                  | 12.5   | 15.9%                  | 11.3   | -9.4%                  | 14.0   | 23.6%                  | 5.2%                   |
| Rape <sup>2</sup>                                     | 48.8   | 49.1   | 56.2   | 46.4   | -17.4%                 | 51.6   | 11.1%                  | 47.2   | -8.4%                  | 44.2   | -6.3%                  | -9.4%                  |
| Aggravated Assault <sup>3</sup>                       | 711.9  | 609.7  | 679.1  | 637.9  | -6.1%                  | 688.5  | 7.9%                   | 688.2  | 0.0%                   | 707.8  | 2.9%                   | -0.6%                  |
| Robbery   | 455.8  | 246.8  | 271.5  | 259.2  | -4.5%                  | 277.3  | 7.0%                   | 254.5  | -8.2%                  | 269.3  | 5.8%                   | -40.9%                 |
| MAJOR VIOLENT CRIME <sup>3</sup>                      | 1229.9 | 915.7  | 1017.8 | 954.2  | -6.2%                  | 1029.8 | 7.9%                   | 1001.2 | -2.8%                  | 1035.3 | 3.4%                   | -15.8%                 |
| Burglary  | 1519.6 | 1128.8 | 1110.1 | 1045.0 | -5.9%                  | 1000.0 | -4.3%                  | 909.2  | -9.1%                  | 802.8  | -11.7%                 | -47.2%                 |
| Theft Offenses  | 3257.4 | 2478.3 | 2506.2 | 2449.2 | -2.3%                  | 2395.9 | -2.2%                  | 2336.8 | -2.5%                  | 2264.3 | -3.1%                  | -30.5%                 |
| Motor Vehicle Theft                                   | 597.6  | 303.3  | 266.1  | 243.9  | -8.3%                  | 262.1  | 7.5%                   | 241.5  | -7.9%                  | 272.5  | 12.8%                  | -54.4%                 |
| MAJOR PROPERTY CRIME <sup>3</sup>                     | 5374.6 | 3910.4 | 3882.3 | 3738.0 | -3.7%                  | 3658.0 | -2.1%                  | 3487.5 | -4.7%                  | 3339.6 | -4.2%                  | -37.9%                 |
| Simple Assault <sup>4</sup>                           | 2072.8 | 2154.3 | 2091.9 | 2034.2 | -2.8%                  | 1882.8 | -7.4%                  | 1711.8 | -9.1%                  | 1679.0 | -1.9%                  | -19.0%                 |
| Drug/Narcotic Violations <sup>5</sup>                 | 555.6  | 523.8  | 587.5  | 553.0  | -5.9%                  | 434.5  | -21.4%                 | 367.9  | -15.3%                 | 398.2  | 8.2%                   | -28.3%                 |
| Weapon Law Violations <sup>5</sup>                    | 143.5  | 129.1  | 134.3  | 135.0  | 0.5%                   | 127.2  | -5.8%                  | 106.7  | -16.1%                 | 110.5  | 3.6%                   | -23.0%                 |
| Domestic Violence                                     | 1735.6 | 1881.6 | 1816.6 | 1760.9 | -3.1%                  | 1631.6 | -7.3%                  | 1558.2 | -4.5%                  | 1547.9 | -0.7%                  | -10.8%                 |

\* Population Figures are based on 2006, 2011-2015 Census Estimates. The 2015 Estimates are used to calculate rates for 2016.

\*\*The years 2012 and 2016 were leap years with February having 29 days. As a result for the sake of brevity, January 1-February 29 date range was used in the title of the above table and the titles of the subsequent charts. However, actual calculations are based on the following date ranges for each year: January 1-February 28, 2006; January 1-February 28, 2011; January 1-February 29, 2012; January 1-February 28, 2013; January 1-February 28, 2014; January 1-February 28, 2015; January 1-February 29, 2016.

| POPULATION | 2006    | 2011    | 2012    | 2013    | 2014    | 2015    |
|------------|---------|---------|---------|---------|---------|---------|
|            | 919,179 | 933,529 | 939,672 | 939,074 | 938,405 | 938,069 |



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